

NAVEDTRA Chaplains Orientation Guide

PREFACE

The NAVEDTRA Chaplains Orientation Guide is more than a quick-reference data check for chaplains.

The Purpose of this guide is to ensure that chaplains are apprised of the basic requirements for religious ministries within the claimancy.

The guide also provides chaplains with ideas, resources, and programs for getting started at their new assignment. Some topics have complete outlines, while others are subject matter only. Either way, they provide sound direction and advice, while enhancing the opportunity for success and personal achievement.

An additional use for the printed form of the guide is as a Turnover template. It can be placed in a three-ring binder so that pages can be added, deleted or expanded to meet changing policy and local area needs.

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CHAPTER 1

CHAPLAINS REPORTING TO NAVEDTRA

1. Role of the Newly Reporting Chaplain. The chaplain's role will have a significant and lasting impact on the spirituality and morale of both officer and enlisted personnel in the command. There will be challenges, particularly for first-termers, making the transition into the Navy, dealing with personal relationships, and learning the "military way" of doing things. Some suggestions are:

a. ***Be a Good Listener.*** Take time to listen to senior enlisted and officer leadership. ***Be Compassionate/Understanding.*** Recognize and respect all personnel within the command, even those who do not attend church. Be understanding and compassionate to different beliefs, and be available when guidance is needed.

b. ***Be Self-confident.*** A chaplain who is professional, maintains a visible presence, and has an understanding of the command's needs, will easily gain the trust, confidence, and admiration of shipmates. ***Be Dedicated.*** Be seen to care more about your people than about the time clock.

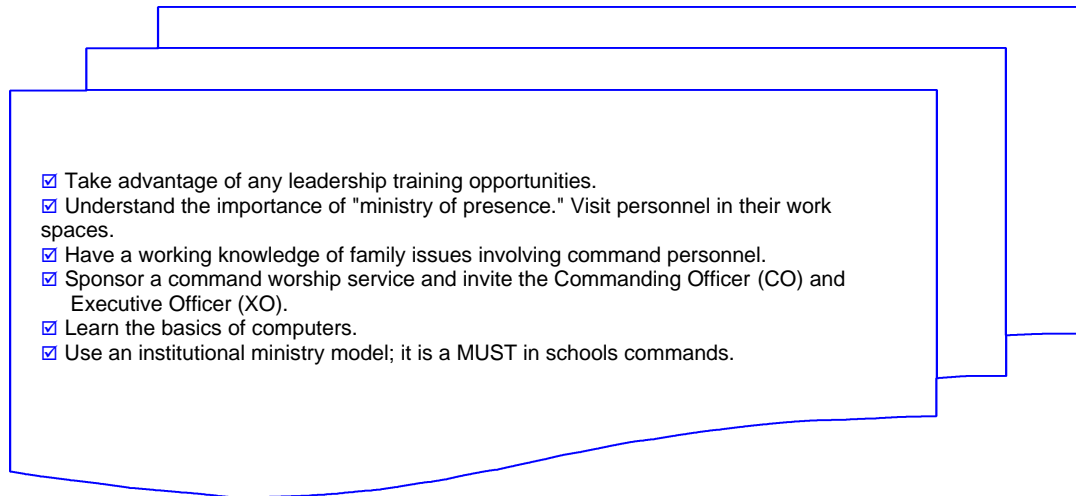
2. Getting Started. The new chaplain should come aboard ready to listen, look, learn, and work, utilizing their creative talents. Below are some helpful hints in getting started and settling into a new command:

a. ***Be Yourself, Not Your Unit.*** Chaplains never need to be the embodiment of their assigned unit. Their education and life experience enable them to excel being persons of faith, and looking forward to greater responsibilities through expertise and leadership. ***Be Flexible.*** There is not much room for rigid thinking. Flexibility is necessary. ***Be Strong.*** The Navy needs chaplains with strong moral character.

3. Provide a sound Command Religious Program. This will be lived out differently depending on whether you are on independent duty or on a staff with other chaplains.

a. ***Foundation.*** Build a strong foundation for a successful ministry. Ministry isn't a recipe to be whipped up in a day, a week, or a month. The fruits of ministry will be realized only after the seeds have been planted, watered, and cultivated over a period of time. The following are ideas that contribute to a solid foundation within the command:

- (1) Information put in the Standard Organization and Regulations Manual (SORM), Standard Operating Procedures (SOPs), Plan of the Day (POD) and/or Plan of the Week (POW) on how the chaplain will respond to requests for counseling, crises, on-call availability, and walk-ins, provides the command with the assurance of your availability, especially after hours.



- ☑ Take advantage of any leadership training opportunities.
- ☑ Understand the importance of "ministry of presence." Visit personnel in their work spaces.
- ☑ Have a working knowledge of family issues involving command personnel.
- ☑ Sponsor a command worship service and invite the Commanding Officer (CO) and Executive Officer (XO).
- ☑ Learn the basics of computers.
- ☑ Use an institutional ministry model; it is a MUST in schools commands.

b. **Command Credibility.** Military people need to know you understand their environment – the pressures they are under - as well as the pride they take in mission accomplishment. They expect to have a sense of seeing you do your work, too.

(1) Credibility is important with Khaki leadership and "Blue Shirts." Establishing credibility with leadership is important because they control so much of a Sailor's life (e.g., liberty, leave, working hours, special liberty, etc.). Their confidence in the chaplain can pay dividends by referrals. But Sailors need to feel that the chaplain bridges the khaki barrier and is interested in them.

(2) Availability goes hand-in-hand with credibility.

c. **Success.** There are no guarantees for success. The keys for any successful program is the chaplain's genuine concern for Sailors, coupled with assertiveness to assist those in need, and taking every opportunity to reach out to command personnel. In order to achieve a successful ministry, nothing beats getting out and about. Workspace visitation and attendance at social and intramural sports events help demonstrate the chaplain's care and interest.

4. Orientation, Familiarization, and Action Plan. Often times, a newly reporting chaplain must "hit the deck running" due to issues or command requirements. A successful chaplain will orient, familiarize, and create action plans in order to meet and respond quickly to the command's needs. Some suggestions and resources:

a. **Turnover File.** When reporting aboard, a thorough review of the chaplain's Turnover File will provide valuable insight on past and present command issues and programs. Additionally, inspecting and assessing the property in the office will ensure needs are met, as well as address the security program within the workcenter. The Security Manual, OPNAVINST 5510.1H, is the reference for security issues.

b. **Familiarization.** Knowing the command's mission and organization (i.e., structure/function of each Department and Division) will assist chaplains in determining their duties and responsibilities.

c. **Humanitarian Transfer/Discharge Policies.** Humanitarian issues are a significant part of the chaplain's pastoral counseling. For guidance, requests, and administrative details, refer to the [TRANSFER MANUAL, Chapter 18](#). Schoolhouses have specific rules regarding separation of students. Learn those particularities.

Medical/Psychological Discharge Policies. Be familiar with the process of Entry Level Separations as well as determinations for "personality disorder" and "fitness for duty." Read the appropriate SECNAVINST which addresses psych referrals.

d. **Military Justice System.** Being familiar with military law and knowing the location and types of correctional facilities within the area is vital. The JAG Manual, SECNAVINST 1120.9 and the Manual for Courts-Martial contain pertinent information regarding Captain's Mast, Non-Judicial Punishment, etc. Are you acquainted with the legal officer at the schoolhouses, or Legal Services on the base?

e. **Referral Agencies and Assistance Programs.** Because the chaplain deals with so many personnel issues, knowing where and what referral agencies and assistance programs are available within the area is important. Determine how receptive personnel feel toward these resources. Some of the agencies and programs are:

- ♦ Ombudsman.
- ♦ Family Service Center
- ♦ Social Service Agencies.
- ♦ Navy/Marine Corps Relief Society.
- ♦ Alcohol Rehabilitation Center.
- ♦ Victim Witness Assistance (VWAP) programs
- ♦ Sexual Assault Victim Intervention (SAVI)
- ♦ Family Advocacy.
- ♦ American Red Cross.
- ♦ Tri-care referrals/psych services, for families

f. **Correspondence.** One of the many duties a chaplain has is preparing various types of correspondence to commands and civilian organizations. The Department of the [Navy Correspondence Manual, SECNAVINST 5216.5D](#), is the source of information for examples and administrative guidance.

5. Military/Command Way. Knowing the "military way" is vital to getting off on the right foot. The following references may be helpful:

a. **Command Policies.** Learn command policies in the areas of emergency leave, endorsing hardship/humanitarian requests, COMRATS, leave policies, chits, etc.

b. **Communication.** Spend time with the Officers of the Deck (OOD) and Command Duty Officers (CDO) to learn the procedures in regard to emergency personnel matters. Make sure they know how and where to contact you in an emergency.

6. Religious Pluralism and Lay Leaders. The chaplain generally ministers in four environments: Faith Group, Ecumenical, Interfaith, and Pluralistic.

FAITH GROUP: The denomination to which a chaplain is called and endorsed.

ECUMENICAL: Of or relating to the worldwide Christian church especially in regard to unity.

INTERFAITH: Occurring between or among people of all different religious faiths or creeds.

PLURALISM: A condition of society in which numerous, distinct ethnic, religious or cultural groups coexist within one nation.

a. **SECNAVINST 1730.8A guides all requests for religious accommodation.** The CO is the final approving authority. Criteria in the instruction should be followed strictly to avoid legal challenges or unwelcome publicity. Criteria for disapproving accommodation includes: **safety, health, morale, good order and discipline issues** discussed in the instruction. Every effort should be made to treat all Faith claims equally and liberally since moral values can contribute to the well-being and readiness of Sailors. When manpower assets, facilities and budget affect the total number and frequency of facilitations, equal-share basis is advised. On occasion some services offered in the local community are preferable to having the service on base; weigh the pros and cons of all above aspects of support when making a recommendation to the commanding officer. Include unintended consequences of possible actions; a list pros and cons is often helpful to decision-makers.

b. The quality of ministry is equally important. *Lay Leaders* should be appointed by and held to the standards of the NAVMILPERSMAN Article and be in keeping with policy set forth in the SECNAV 1730 series. This is quality assurance for those who depend upon the services of lay leaders. It is appropriate to request that the faith group they represent provide a letter to validate their capacity as a lay leader. Chaplains should require annual lay leader area training to ensure that programs are in sync with command religious program climate and directives. They should also meet quarterly with lay leaders to discuss management issues, on-going needs and concerns.

c. It may be important to review the unique distinctions of *subversive groups* as defined in naval regulations. They are addressed specifically in the equal opportunity manual.

d. **Auxiliary and Contract Clergy** is addressed in **SECNAVINST 1730.3G** and is to be adhered to very closely. Such clergy use should be rare. There are limitations on duties this clergy may perform. Contracting falls under the authority of the Supply Department. They do the contracting for such services. There are unintended consequences of using this type support, also. When evaluating whether to hire contract clergy, consider the pros and cons.

CHAPTER 2

CHAPLAIN'S COMMUNICATION TOOLS

1. Getting the Word Out. Use of the existing command structure to publicize your availability and programs is essential. The Public Affairs Officer (PAO) is an invaluable resource for anything you advertise outside the command; also **consult with PAO prior to giving interviews, writing, or speaking in an official capacity.**

a. **Command Indoctrination** (INDOC). An excellent way to get the word out from the very beginning of a member's tour of duty is through Command INDOC. This provides an opportunity for the new chaplain to introduce themselves to staff personnel and present the Command Religious Program.

b. **General Military Training** (GMT). Instruct GMT, especially during safety stand-downs, on the following subjects:

- ♦ Core Values.
- ♦ **Conflict Resolution.**
- ♦ **Stress Management.**
- ♦ **Suicide Awareness and Prevention.**
- ♦ **Leadership skills.**
- ♦ **Improving communication skill at work and home.**
- ♦ **Planning for marriage and establishing a home in a military town.**

c. **Ombudsman**. The Ombudsman provides an additional entree to family ministry, and the issues that affect family life. The following information provides some background, ideas:

(1) The Ombudsman's experience and knowledge can be extremely helpful in understanding the command climate and morale.

(2) Family issues and spiritual needs and the impact they have on school instructors, and on Students.

d. **Plan of the Day/Week**. Read it. Consider establishing a daily quote, a thought-for-the-day, and/or a special message highlighting an observance.

e. **Site TV**. We are in the video age. Use the SITE TV as a communication tool and an avenue for visibility. The term de jour is "**visual information.**" Some examples are:

- (1) Definition of values and encouragement to embody them
- (2) Series on Core Values – run the PROV-NS video spots available from the **Chaplain Resource Board AV Lending Library.**
- (3) Devotionals
- (4) Inspirational biographies from historical books

f. **Courtesy Calls.** After checking in with the CO, XO, make courtesy calls on the Command Master Chief (CMC), Department Heads, Division Officers, Legal Officer, DAPA, Career Counselor, Command Managed Equal Opportunity Representative.

g. **Command Indoctrination or Morning Quarters.** Another opportunity for the chaplain to be visible is to speak at formations. A short message about a general religious subject is most welcome. Some examples are:

- (1) Explaining Passover, Yom Kippur, and Hanukkah.
- (2) Explaining Ramadan
- (3) Explain the significance of Christmas, Easter. Surprisingly, quite a few Sailors and Marines do not know what Christmas and Easter mean to Christians.

h. **Invocations and Benedictions.** Accept invitations to say prayers at a command function (i.e., Retirement Ceremony, Change of Command, etc.).

i. **Hospital/Brig Visitation.** Through pastoral care, the chaplain can energize a hospitalized person and their family with hope, strength, in order to help them through a trying time. Often, brig time means special hardships for families.

j. **Daily Bible Study.** The "new" chaplains should establish themselves as "spiritual" leaders. This can be accomplished in the form of a daily bible study.

k. **Monthly Reports.** A chaplain's regular reports (weekly or monthly) of your activities keeps the CO and XO abreast of all you do within the command.

l. **TAD After Action Reports.** A TAD after action report to the CO, outlining issues and concerns from the trip, is important.

2. Review the Copyright Laws. The Religious Program Specialist is familiar with how to research instructions on this topic. Don't assume you can use a photograph or picture, or signed clip art. The extra 30 minutes of staff work is worth it to provide quality, eye-catching media to promote the command's religious programs.

3. Electronic mail. Learn naval regulations regarding use of the internet as well as email. Privacy issues are of special concerns for chaplains. Typing onto the screen in the privacy of one's office is no guarantee the message will be received in the same fashion. As electronic mail becomes more sophisticated grammar, typos, and style of writing will receive greater scrutiny. Exercise prudence when communicating via e-mail.

4. Personal Contact. There is no substitute for a personal invitation. Tell people about the event, program, the service. Model interest and enthusiasm about what you are offering people. Emphasize 'relationship' or program. *"I'm here for you and one of the ways I am here for you is this program. . ."*



CHAPTER 3

CHAPLAIN AND COMMAND TRAINING

1. Deckplate Ministry at Schoolhouses and Training sites. Boot camps have a culture unique to their training environment. Expect to bump up against some initial resistance to your presence. Generally this comes from the instructional staff. In most cases they are requiring new personnel to drastically change their lifestyle in ways that produce a very high learning and adjustment curve.

The chaplain's challenge is to recognize the level of adjustment in ways that do not undercut what the instructional staff is trying to accomplish in making sailors out of the students. The claimancy refers to this as 'sailorization.' Historically, instructional staffs have managed the squeeze between curriculum content and enough student-days to teach everything that is required. That impacts what, when, and how-much the chaplain can do during the class day. Ministry programs that reinforce and positively contribute to the curriculum are a best course of action.

a. ***Visit the workspaces and schoolhouses on a regular basis.*** Determine your role should hazardous weather conditions warrant student evacuation to a different site. Supervision is critical in such instances and the chaplain's presence offers calm and reassurance to students who are already taxed with adjustment issues. Your presence will likely be as much a ministry to staff as to the students. The staff isn't necessarily trained to help manage crisis events for a larger population.

b. ***Ask instructional staff*** to explain their mission; it acknowledges their sense of pride in discussing what they do and how important their job is to mission accomplishment.

c. ***If you don't have office space*** in the schoolhouse itself, make arrangements for a private space where you can speak with students/personnel on an as-needed basis. This is important watchbill information for after-hours or emergency visits, as well.

d. ***Lay Leader appointments and on-going training.*** Serving as a representative of a particular faith group in the absence of a Chaplain, each Lay Leader must be highly qualified and trained. They are designated in writing by the CO, and must attend local training prior to being designated. Area and Regional Chaplains have the responsibility for this training. Study the NAVMILPERSMAN Article that sets policy for this. If liberty is restricted during training, this may warrant having lay leaders.

e. ***Extraordinary Minister of the Eucharist*** (EME) Training. Interested Roman Catholic personnel are trained and entrusted with the privilege of bringing Holy Communion to the faithful in the absence of a priest. A new chaplain can observe an EME training session to understand the responsibilities involved.

2. Timely Issues. Once a chaplain completes the check-in procedures, reviews turnover files, visits workspaces, etc., he/she should have a pretty good grasp of personnel and command issues. The following list provides a variety of topics that can be covered using various methods of training.

a. **Leadership**. A Leadership Workshop, headed by the chaplain, provides an opportunity for service members to discover different styles of leadership and helps identify their own. The session could begin with a discussion of the phrase, "Leadership: What is it?"; a description of the basic qualities of good leaders; examples of basic leadership styles; discussion of the basic tools of leadership; good leaders, past and present, etc.

b. **Supervisory Listening Skills**. Provides quality training for Division Officers, Chief Petty Officers, or any person in a supervisory role. A new chaplain conducting this type of training may experience and develop a stronger sense of purpose, enabling him/her to discover "who am I" within the command, and "what I can do". By enforcing good listening skills, the new chaplain can increase the level of communication and support for the command's mission. A couple of helpful resources are:

- (1) "Helping Skills," by Joseph Moore.
- (2) "Flash Point When Values Collide," by Paul Massey.

c. **Values Clarification Workshop**. The chaplain's participation in this workshop provides command personnel with an understanding of how individual values affect the organization as a whole. Suggestions for preparation and dissemination of material are:

(1) Inform the command through the POD/POW, GMT, INDOC, etc. that there will be a Values Workshop, listing the day, time, location, etc.

(2) Lead individual/group discussions on the term, "values." What are they? How do we attain our own personal values? What things affect our values? How are we value- influenced?

(3) Beef-up the conversation by providing a scenario.

d. **Core Values**. This is a "must" presentation for a chaplain at any command. Navy core values is about values which, if applied consistently within the Navy, will contribute to an environment where everyone can work to their maximum potential.

(1) The Core Values are:

- ◆ Honor.
- ◆ Courage.
- ◆ Commitment.

(2) Some points to think about during this presentation:

➡ Show how the core values serve as a basis for decision making and behavior.

➡ Think of the harm to people and our way of life when the core values are compromised through incidents of fraud, harassment, and violence.

"Assume you are the Division Officer; an Admiral's inspection is coming up within the next couple of days; the XO has been really pushing cleanliness, and you have eight chits requesting liberty for the same time. You can only allow two to go. The reasons for liberty are:

1. Wife is having a baby.
2. Want to attend a special Church Service.
3. Need to take a GED test.
4. Need to take a child to a dental appointment (the spouse doesn't drive).
5. Have an appointment with an allergy specialist at the local hospital.
6. Compensation time off for being in the holiday duty section.
7. Need to go to traffic court.
8. Want to participate in a ball game as a command team member.

Which two do you choose?

Provide ample time for discussion, pointing out how our own personal values affect our decisions.

(3) Some questions that lead to good group discussions:

- ✓ "What are the values young people bring with them when they join the Navy?"
- ✓ "Where is the Navy in this process?"
- ✓ "What is the Navy's definition of Honor, Courage, and Commitment."

e. ***Suicide Awareness/Prevention.*** Addressing suicide awareness and prevention provides a basic understanding of the misconceptions and warning signs surrounding the issue. You can do this through INDOC, GMT, POD/POW notes, or pamphlets. Spreading the word can save a life! Specific areas are:

- ✓ Misconceptions about suicide.
- ✓ Identifying "warning" signs early.
- ✓ What is the supervisor's role?
- ✓ Review "What to do..."

f. ***Stress/Anger Classes.*** Stress within the workspace - at home - socially. What are the different kinds of stress; sources of stress; and the important role leadership plays in stress management? These are some questions that a chaplain could raise for discussion during a command Stress/Anger Workshop. Get the CO, XO, and CMC involved. A representative from the Family Service Center can provide a variety of examples of stressful situations, ashore or afloat, and solutions for coping with them.

g. ***Chaplain Religious Enrichment and Development Operation (CREDO).*** CREDO offers a variety of personal and spiritual growth retreats designed to help

Sailors establish personal and spiritual goals, and develop strategies for maintaining them.


h. **"Ending Violence" Classes.** This class provides assistance for personnel who have been involved in a violent encounter at home or work. Assistance is offered through individual counseling and mandatory attendance is required at two orientation classes, and twelve instructional classes (each approximately two hours). A chaplain can obtain materials for this class from the Domestic Abuse Intervention Project in Duluth, Minnesota.

i. **Victim Witness Assistance Council membership.** VWAP (Victim Witness Assistance Program). Command chaplains can expect to be members of this council which should include SJA/legal officers, base security, family service center representatives, brig, NLSO/TSO and NCIS, as well as a chaplain. This program may dovetail with other initiatives from time to time. Here is a helpful rule of thumb to understand how VWAP dovetails with other programs:

☑ SAVI (Sexual Assault Victim Intervention). If the assailant is convicted of crime against the victim, the victim is eligible for assistance from VWAP.

☑ Sexual Harassment, though punishable, is not a crime in the sense that victims are eligible for the VWAP program. Harassment is dealt with under a different SECNAV and OPNAV instruction.

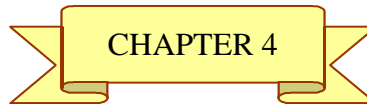
☑ The Family Advocacy Program treats domestic violence. For example, if the assailant sexually assaults a family member, FamAdv is the appropriate cognizant agency. If one sailor sexually assaults another sailor (no family relationship), SAVI is the appropriate agent.



"Sexual Assault: Will I Ever Feel Okay Again?" By Kay Scott

Consists of several questions and answers for victims, family and friends. Includes stages in the recovery process.

Christians for Biblical Equality
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NAVAL EDUCATION AND TRAINING COMMANDS (NAVEDTRACOM)

Common Elements and Characteristics

1. Terminology used in the CNET claimancy. As chaplains we must learn a new technical language with almost every new duty station we report to. It can be a challenge, but mostly it is an entrée. It gives occasion to be 'teachable.' It helps, though, when you have a few working definitions ready to go upon arrival. Whether you are assigned with recruits at boot camp, flight students, or in one of many "A" schools throughout the claimancy, here are some common technical terms you will find helpful:

a. ***Schoolhouse terms:***

NTRR	Navy Training Requirements Review
NMT	Navy Military Training
BOLTC	Basic Officer Leadership Training Course
IOLTC	Intermediate Officer Leadership Training Course
AOLTC	Advanced Officer Leadership Training Course
BOOST	Broadened Opportunity for Officer Selection and Placement
ECP	Enlisted Commissioning Program
STA	Seaman to Admiral Program
CCA	Curriculum Control Authority
PME	Professional Military Education

b. ***CNET HQ terms:*** You can expect to hear conversation regarding NAVEDTRACOM business. Should you have questions, regarding how any of these divisions do business, informal contact with CNET Code OOF (Chaplain) is the appropriate resource. Listed below are the CNET staff divisions in Pensacola, FL., which set policy for NAVEDTRA schoolhouses:

<u>ETE</u>	Enlisted Training & Education. An RPCS is ADDU to this division for RP training.
<u>OTE</u>	Officer Training & Education. The CNET chaplain is ADDU for ethics and Chaplain training.
<u>LEAD</u>	Leadership: This division provides oversight for training planning in the areas of General Military Training, Core Values, and the Leadership Continuum. The CNET chaplain is ADDU for Core Values.
<u>SHOP</u>	Provides oversight for schoolhouse operations.

2. Command Religious Program Basics. Expect to see these ministry paradigms which complement effective ministry to personnel in the NAVEDTRA claimancy:

a. **Schoolhouse-centered ministry.** The bulk of presence will be in the school house passageways, on the flight lines, in break rooms and courtyards, with counselees in your office space. Pause at the thresholds of instructor offices. Present an interested, relaxed demeanor. They are on a fast track. Show them you are interested.

b. **Worship.** Eleven o'clock on the Sabbath may not be the best option for students. A Wednesday noon Mass or Thursday afternoon Bible Study may reach the majority of students. A quiet-room or time-out meditation area may be appropriate. Worship around specific events in the life of the unit make the experience more relevant to student needs: Midway Prayer Event; Graduation Celebration Service – be creative.

c. **Student Life.** Adjustment reactions are common. Adjustment to military life, adolescent impulse-control issues; high stress and desire to excel; moral character development – these themes will drive the kind of programs needed. The chaplain's 'basic loading plan' should include briefs on suicide prevention, stress management, and ethics, character development.

Befriending Suicidal People

1. *All befriending is played by ear. There are no formulas, just some safe guidelines.*
2. *You must be yourself. Anything else feels phony, and won't be natural to you or to the person who is talking with you.*
3. *What you say or don't say is not as important as how you say it. If you can't find the right words, but feel genuinely concerned, your voice and manner will convey this.*
4. *Deal with the person, not just the "problem."*
5. *Give your full attention. Listen for feelings, as well as facts. Listen for what is not said, as well as what is said. Allow the person to unburden without interruption.*
6. *Don't feel you have to say something every time there is a pause. Silence gives you both time to think. When you don't know what to say, say nothing.*
7. *Show interest, and invite the person to continue without giving them the 3rd degree. Simple, direct questions ("What happened?" "What's the matter?") are less threatening than complicated, probing ones.*
8. *Steer toward the pain, not away from it. The person WANTS to tell you about the private, painful things that most other people don't want to hear. Sometimes you have to provide an opening, and give permission to being talking. ("You seem depressed." "What's the matter?")*
9. *Trust them. Many times there are no "answers" and your role is simply to bear witness, to listen, to be with the person and share the pain. Let them find their own answers; make their own changes and decisions to save themselves.*

Adapted from: The Samaritans, 500 Commonwealth Avenue,
Kenmore Square Boston, MA 02215

Adolescent Suicide

CHANGE

Loosening of childhood ties to new sense of autonomy
Sexual identity and awkward changes
Emotional changeability and ambivalence
Self doubt feeling of inferiority, isolation – what does future hold
Impulsive behavior – to resolve conflicting demands

LOSS

Family troubles lead to doubting self worth
Guilt as means of controlling behavior is problematic
Criticism's object – the self or the act?
Domestic neglect, discord can resemble emotional death

ATTEMPT TO MAINTAIN CONTROL

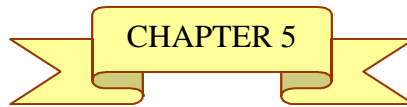
Alcohol/drug abuse – to blot out personal pain
Act out impulsively in dramatic form

NORMAL VS ABNORMAL BEHAVIOR

Tendency to isolate self
Irritability
Apparent confusion about goals for future
Apparent feelings of being 'completely misunderstood'

SIGNS OF DEPRESSION

Hyper, physical complaints, accident prone
Significant change in habits
Apathy
Anxiety
Aggressiveness
Overwhelming guilt or self-hate
Alcohol/drug abuse
Deep or prolonged grief



NAVAL EDUCATION AND TRAINING COMMANDS (NAVEDTRACOM)

Regional and Area Chaplain Coordination

1. Regionalization and Area Coordination.

a. Commands are configured as follows:

Regional Commander – CNET, Pensacola, FL.
CNET, Code OOF, 250 Dallas St.
Pensacola, FL. 32508

South Central Region– CNATRA, Corpus Christi, TX.
Command Chaplain, Naval Air Station, Corpus Christi, TX. 11001 D Street, Suite 143,
Corpus Christi, TX. 78419

North Central Region – NTC Great Lakes, IL.
Command Chaplain, NTC Great Lakes, IL.
Building One, NTC (Code N7)
2701 Sheridan Road
Great Lakes, IL. 60088-5001

West Florida Region– Naval Air Station, Pensacola, FL.
Command Chaplain,
Naval Air Station, Pensacola, FL. 190 Radford, Blvd.
Pensacola, FL. 32508.

6. Coordinating Chaplains.
- a. General. Area, Regional, and Local Coordinating Chaplains shall be designated according to reference (1).
 - b. Responsibilities. These Chaplains shall coordinate:
 - (1) Provision of ministry within the across command boundaries of the coordinated area.
 - (2) Professional activities, ceremonies, and training among area chaplains, RPs and other enlisted personnel assigned to the Command Religious Program.
 - (3) Chaplain watchbills.
 - (4) Chaplain participation in casualty assistance and emergency response plans.
 - (5) Area screening boards for RP applicants, following reference (f), article 2230180.
 - (6) Support for area civic and religious ceremonies and activities.

OPNAVINST 1730.1C
Enclosure (3) Subparagraph 6

b. **Protocol.** There is no substitute for the chain of command. Use it. However, bear this in mind, there are chaplains on the staffs within the various levels of command. These chaplains are available for consultation and guidance when you need mentoring, advice, or a forum to discuss options and concerns. Expect to need their expertise and mentorship. You will need these resources, on occasion, to determine a best course of action.

➡ **You** are required by SECNAVINST 1730.7A to submit a Semi-Annual Chaplain Report. This report, signed by your Commanding Officer (with your admin code), is routed up the chain via the Area Coordinator (Chaplain code) to the Regional Commander (Chaplain code).

➡ **Command chaplains** monitor manpower issues in the command. Don't wait for a report; ask the staff manpower expert for a bi-monthly update on CHC/RP billets. If a change in the status of the billets – location and quality - is being considered, seek consultation with the chaplain at the next echelon. Code OOF, CNET has ultimate authority with the CNET N1 shop.

➡ **Area chaplains** have responsibility to conduct area training (and in some areas, mass casualty, CACO rotation, RP Screening Committee, and CHC/RP Anniversary events) for chaplains and RPs. Coordination and notification is done with the knowledge of the individual commanding officers whose chaplains/RPs are expected to attend or provide the service.

➡ This requires **Religious Program Specialists** to work closely with the Area Coordinator admin office to ensure memorandums are sent in accordance with the admin system used by the line area commander. An old naval tradition is the maxim here, "If it isn't written down, it isn't real."

➡ For **chaplains and RPs**, crossing command lines can occasionally be a delicate maneuver, especially if the chaplain hasn't had opportunity to establish credibility with a command where no chaplain is assigned. A written Memorandum of Understanding can eliminate confusion. It also serves to educate the line commander regarding the variety and frequency of duties required of the chaplains who must cross command lines regularly.

CHAPTER 6

NAVAL REGULATIONS AND INSTRUCTIONS

Required Knowledge for Chaplains and Religious Program Specialists

SECNAVINST 1730.7A, “Religious Ministries Within the Department of the Navy”

This instruction applies to all Chaplain Corps officers. It details official functions, duties, collateral duties (prescribed and prohibited), non-combatant status, organizational levels of assignment, confidentiality functions and more. Chaplains should be familiar with the entire instruction, including enclosures. Download it from the BUPERS homepage.

- Enclosure (1), subparagraph h. “Roles and Function of Chaplains,” (3) directs chaplains to safeguard the privileged communication of service members and families.

- Enclosure (1), subparagraph j. “Collateral Duties,” chaplains may not serve in capacities which conflict with privileged communication, e.g. Family Advocacy Point of Contact or Equal Opportunity Officer.

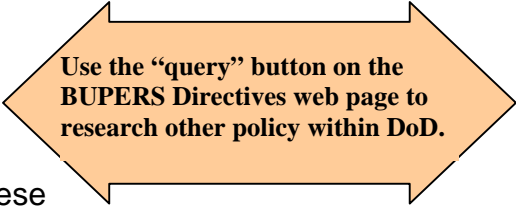
- Enclosure (1), review the 15 functions and duties. Each is listed with definitions.

OPNAVINST 1730.1C, “Religious Ministries in the Navy”

This instruction also defines functions, duties and organizational levels. It is particularly important because it delineates program funding for command religious programs. The subparagraph on “Logistics” addresses appropriated (APF) and nonappropriated funds (NAF) expenditures, e.g., it tells you what kinds of items you may buy with each pot of money. Knowing which fund to use, and when, gets the best use of program dollars.

SECNAVINST 7010.6, CH-2, “Religious Offering Fund” The only monies chaplains/RPs collect are those taken as an offering as part of the worship life of the congregation(s) of the command religious program. They must be used as set forth in this instruction. Pay close attention to bookkeeping and audit requirements.

SECNAVINST 1752.4 (OPNAVINST 1752.1A) “Sexual Assault Victim Intervention Program” The instruction does not intend that the chaplain become the (ashore) SAVI Program Coordinator nor does it intend that the chaplain become the (afloat) SAVI Point of Contact. It does intend that chaplains be a proactive member of the SAVI team in support of all service people involved in such incidents and bring confidentiality an privilege to bear on their participation as supported by Reference (q) within the OPNAV iteration of these instructions.



Use the “query” button on the BUPERS Directives web page to research other policy within DoD.

SECNAVINST 1752.3A (OPNAVINST 1752.A) “Family Advocacy Program”

The instruction does not intend that chaplains function as the Family Advocacy Representative (FAR) shipboard or ashore. Chaplains provide pastoral care and counsel and in some cases serve in coordinating committees while maintaining the requirements of confidentiality and privilege as noted in paragraph 7d. of this SECNAVINST, which defines the chaplain’s role regarding privilege.

See also:

SECNAVINST 5870.5, “Permission to Copy
Materials Subject to Copyright”

SECNAVINST 5210.11D, “DON File
Maintenance Procedures and SSIC”

SECNAVINST 1730.3G, “Employment of
Civilian Clergy”

SECNAVINST 5216.5C, “DON Correspondence Manual”

OPNAVINST 1900.10, “Administrative Separation of Chaplains upon Removal of
Faith Groups Qualifications”

NAVPERS 15560, “Navy Personnel Manual”

CNETINST 1730.1F, “Providing for Religious Free Exercise within
NAVEDTRACOM”

NAVEDTRA 10052-AF “RP Bibliography for Advancement”

MILPERSMAN ARTICLES:

1730-010 Lay Leaders
1731-010 Observance of Sabbath
1731-020 Holy Days Observance
1770-090 Suicide Gestures/Attempts

2. Financial Planning and Management. The Navy’s Comptroller manuals have blanket statements regarding ethical behavior in keeping **clear, concise and timely** financial records. These manuals reference the Joint Ethics Regulation Manual which is replete with specific guidance regarding appropriate use of government money.

a. **Develop a spending plan.** Review the budget with all chaplains and RPs. If you are the command chaplain establish a means of spot-checking the records: both OPTAR and the ROF (if you have one). If you believe records are incorrect, request an audit.

b. **Audit accounts on a regular basis.** Monitor how your OPTAR is being spent. Ensure that audit procedures are in place among the CRP staff. Determine responsibilities for minor property, property disposal and facilities management/upkeep.

c. **It is a good idea to maintain a ‘wish list.’** If your budget allocation is insufficient, keep a list of programs you could provide and the amount of dollars needed to provide each (sometimes called ‘unfunded.’) Devise impact statements by describing the consequences of not providing some programs. The greatest likelihood of using these documents is toward the end of the fiscal year.

3. Manpower issues, sometimes mentioned as N1 issues, are about billets and positions; not the bodies which fill the billets. There is a lengthy computer document which lists all the billets in the commands—a billet file. Billets are managed using a TFMMS package which is done by the manpower office.

a. A ***Billet Sequence Code*** (BSC) tells what billets we have in each command.

-- A *Billet File* tells the status of the billets

-- A *Unit Identification Code* (UIC) identifies the Unit. Every activity, whether ship or shore has one.

-- Chaplain Corps ***Designators*** identify a chaplain as Reserve (4105); or regular (4100) by augmentation.

-- *Billet Quality* refers to the 'rank' requirement of the billet

"G" = CAPT, "H" = CDR, "I" = LCDR, "J" = LT.

b. ***Requirement vs. authorizations:***

"requirements" – degree of manning of billets, i.e., should be %100

"authorizations" – number of billets actually authorized to be filled

c. An ***Efficiency Review*** determines optimal manning levels based on workload and requirements.

d. ***Enlisted Personnel Management Center*** (EPMAC) keeps track of billet priorities. They are the central authority for billets; the detailer, on the other hand, is the one who assigns people into those billets.

e. The Detailer clears assignments via the Placement Officer.

f. RPs have a projected rotation date based on a sea/shore rotation. EAOS will effect whether an RP extends at a current command or rotates to another.

4. Religious Program Specialists. RP training should take place on a monthly basis. RPs should be given an opportunity to receive RP "C" School training. The CNET RP will assist in setting up RP "F" School training.

a. Note the RP ***Occupational Standards*** within NAVPERS 1806s, Chapter 68. PARS must be complete, they should participate with command requirements and handgun quals. RP evals are written based on **BUPERSINST 1610.10**. Discuss evals and counseling forms with the Admin Officer.

b. ***NAVMILPERSMAN Article 2230180*** directs the process for striking for the RP rate. Strikers must have good evals, good conduct and must attend the RP "A" School. If the command pays for the school they may retain the RP, otherwise the RP is transferred to another command.

c. ***Personnel Advancement Requirements*** (PARS) are available to the 'striker' via Internet. Obtaining a warfare specialty is an essential ingredient for promotion.

5. Mission Capability Assessments (MCA). Presently unique to NAVEDTRA commands, this is the new term for “IG inspections.” Though procedures vary somewhat the purpose of MCAs is to ensure that commands are in compliance with military regulations. This impacts the command religious program just as it does other areas of the command. Appendix A of the guide provides several MCA documents to assist command religious programs in maintaining NAVEDTRA inspection standards. Consider adding additional MCAs of your own as appropriate to your command mission.

CRP - Self Inspection

- ___Are the INSTs easily accessible for use by chaplains and RPs
- ___Are INST changes updated
- ___Is there an in-house training program for CHC and RPs
- ___Does each staff member have a written Turnover File
- ___Appointment Letters maintained: ROF administrator, custodian, audit board; Lay Leaders, Collateral duties, etc.
- ___Are SSICs used in the filing system
- ___Are new file folders estab at the beginning of each year; previous years maintained per directives.
- ___Are appropriate copies of correspondence filed, routed, etc.
- ___Semi-Annual Active Duty CHC Report submitted
- ___Adequate training given to civilian volunteers in the CRP
- ___Is PAO advice sought, briefed re activities of public interest
- ___Are copyright regs understood and followed without exception
- ___Does correspondence follow the chain of command re command decisions, policy and official recommendations
- ___ROF allocations, audits meet SECNAVINST 7010.6 standards
- ___Verified, routine OPTAR audits complete

CHC Policies and Practices – A Basic Checklist

--These are need-to-know items--

- ___Policy regarding outside employment
- ___Practices regarding privileged communication & confidentiality
- ___Policy regarding use of auxiliary, contract clergy
- ___Suicide Prevention and Education protocols
- ___Awareness of Holy Days for Religious Observance of all faiths
- ___Policy regarding the Sabbath
- ___Policy regarding Conscientious Objection
- ___Policy on (religious waiver of) immunizations
- ___Policy regarding religious head gear
- ___CACO protocols and local procedures for notification
- ___Program awareness: SAVI, VWAP, FamAdvocacy, DAPA
- ___Referral resources: FSC, NMCR relief, AmCross, et.al.
- ___TAD: cost and 'no cost' usage
- ___Policy regarding honorariums
- ___ROF policies
- ___Religious accommodation & facilitation
- ___Policy on fitness/weight standards
- ___Policy on HUMS Transfer/Discharge
- ___Policy on Entry Level Separations
- ___Policy on psychiatric evaluation referrals
- ___Timely notification of PDTC/PDTW locations, dates



Appendix A

MISSION CAPABILITY ASSESSMENT

<u>REF</u>	<u>GUIDING DIRECTIVES</u>	<u>SUBJECT OF DIRECTIVE</u>
(a) SECNAVINST 7010.6, CH-2		Religious Offering Fund
(b) OPNAVINST 1730.1C,		"Religious Ministries in the Navy"
(c) DODDIR 5700-7R,		"Joint Ethics Regulations"

RELIGIOUS OFFERING FUND

REQUIREMENTS:

INSPECTOR COMMENTS:

1. If the command maintains a Religious Offering Fund (ROF), is it consolidated? (Review ledger for compliance with ref. (a).
2. Is the ROF established by and administered under the authority of the commander/commanding officer? (Review command directives)
3. Is the command ROF used only for projects of religious benevolence beyond the limits of the CRP, not as an alternative to support the CRP?
4. Has the senior chaplain assigned been appointed in writing by the commander/commanding officer as the administrator of the ROF, and does the letter include the required elements per ref. (a)?
5. Are approvals of disbursements made by the commanding officer/commander or the administrator? Review authorizations forms per ref. (a).
6. Is the primary source of income voluntary contributions and benevolence received as part of worship/religious life? (Review offering receipts)
7. Is it clearly established that memorial and endowment funds are prohibited?
8. Are separate sub-accounts established for each faith group active in the CRP which receives offerings as part of their worship or religious life?
9. Are policies and procedures published (and posted in plain view) by the CO/commander to members of each faith group community with an ROF sub-account?
10. Are donors informed about ROF disbursements? (review monthly financial statements)

11. Do policies/procedures specify which ROF disbursements are permitted and which are prohibited in accordance with current instructions?
12. Are donors informed about ROF disbursements?
13. Is a separation of disbursement/approval and ordering/receiving functions maintained?
14. Is there a valid Vulnerability Assessment on file covering the ROF as part of the command's management control process?
15. When an ROF, or sub-account, is dissolved, has all remaining assets, as applicable, been transferred to the Chief of Chaplains Fund?
16. do the policy/procedures regarding the counting, safeguarding, depositing and accounting of all ROF monies and assets meet the criteria of written directives?
17. Has a locally tailored systematic banking approach been developed and incorporated into operating procedure/policy documents; e.g. SOP, turnover file, instructions, etc.?
18. Is a cash accounting basis used for the ROF?
19. When only one chaplain is assigned to the command, does commander/CO approve disbursements in the absence of the administrator? (May be delegated to XO/COS).
20. Do local directives prohibit the use of petty cash and credit cards? (Review ref (a).)
21. Is it clear in policy/procedures that the administrator shall not serve as a designated faith group representative, even if the administrator is the only chaplain of the faith group assigned to the command? (Review appointment letters for designated faith group representatives for compliance).
22. Has the command appointed a designated faith group representative for each sub-account, and are responsibilities specified to include all elements required by current directives?
23. Has the CO/commander appointed members of the command as ROF custodian and an alternate custodian during periods of leave, TAD, or hospitalization of the custodian?

24. Has the CO/commander appointed an ROF Audit Board? (View appointment letters or command collateral duty list.)
25. Does the appointment letter for the ROF Audit Board contain the required elements?
26. Do designated offerings meet the intent of the instruction in that they meet all necessary criteria set forth in the instruction?
27. Are disbursements which involve more than one faith group apportioned equitably among sub-accounts using the method specified?
28. Is the custodian the only person who makes actual disbursements from ROF?
29. Does the custodian maintain necessary files to indicate compliance with written directives, to include
- Ledgers?
 - Bank statements?
 - Returned cancelled checks?
 - ROF audit reports?
 - Copy of each disbursement request?
 - Offering records with deposit slips attached?
 - Designated offering request/disbursement forms?
 - Appointment letters?
 - Copies of relevant correspondence?
30. Are ROF related files maintained for a minimum of three years?
31. Are copies of signature card/ownership cards maintained by the banking facility current and indicate appropriate persons/titles?
32. Has reconciliation of the checkbook to the banks statement not occurred within 3 working days?
33. Has a monthly report been prepared for each sub-account?
34. Are audits conducted
- Quarterly?
 - Upon change in banking facilities?
 - Upon appointment of new custodian?
 - Upon appointment of new alternate custodian?
 - Upon appointment of new administrator?
35. Are checks stored in a locked container, with access limited to the administrator, the custodian, and the alternate?

36. Are checks prepared in ink only after approval of disbursement request has been obtained?
37. Do local directives make it clear that blank checks are never to be signed?
38. Do local directives make it clear that checks shall not be made payable to 'cash?'
39. Are all funds not deposited kept in a locked money bag in a safe? Are there only two keys for money bag(s)? Are there additional security practices in place?
40. Are funds deposited in the bank not later than the first working day following receipt? If night depositories are feasible, are they used to the best extent?
41. Are disapproved disbursement requests returned to the requestor with a copy placed in the files? Is explanation given?
42. If locally designed formats are used for ledgers, does the format include the elements identified in the instruction?
43. Does the administrator provide each sub-account group with a monthly report of their disbursements?
44. Does the custodian prepare a statement of operations and net worth for the administrator and CO each quarter?
45. Are account balances generally low in keeping with twice yearly spend-down required by the instruction?
46. Do ledgers reflect that no plant/minor property is being purchased by the ROF?
(Such purchases are now prohibited)
47. Has the staff – chaplains and RPs – received training on the current 7010.6 within the past 18 months?

MISSION CAPABILITY ASSESSMENT

<u>REF</u>	<u>GUIDING DIRECTIVES</u>	<u>SUBJECT OF DIRECTIVE</u>
(a)	CNETINST 1720.2	Suicide Prevention
(b)	MILPERSMAN ART.	4210100
(c)	OPNAVINST 3100.6F	Special Incident Reporting, OPREP-3 Navy Blue Unit SITREP Procedures
(d)	NAVMEDCOMINST 6520.1A	Evaluation and Disposition of Patients Presenting With Suicidal Ideation / Behavior

SUICIDE PREVENTION

REQUIREMENTS:

INSPECTOR COMMENTS:

1. Is reference (a) retained in the command files?
2. Has the command designated one suicide prevention project officer, preferably a senior line officer to coordinate local efforts?
3. Do chaplains conduct or coordinate suicide prevention education and briefs on a routine basis?
 - a. Does a chaplain attend the command sponsored council which monitors reports of ideation, attempts?
4. Does a chaplain provide ethics/values training for personnel?
5. Does the command chaplain monitor the quality of life needs of subordinate personnel in the CRP?
6. Do chaplains follow up on suicide related behaviors reported during the course of watchstanding?
7. Do chaplains receive a training update brief from medical personnel, e.g., psychiatry, on an annual basis? Is a triage protocol in place for referring personnel who may be suicidal?
8. Are chaplains aware of the implications of privileged communication and suicidal ideation? Are these complexities discussed during chaplain training events?
9. Is there an SOP for handling after hours situations (gestures, attempts, ideation) including procedures for after hours emergencies, that provide OOD/duty personnel with clear guidelines for handling phone calls and referring situations for action once information is received, as recommended?
11. Are RPs training in these SOPs for use during working hours?

12. Have chaplains been given ample opportunity to attend suicide prevention training at the Menninger Clinic – both basic and advanced sessions?

MISSION CAPABILITY ASSESSMENT

<u>REF</u>	<u>GUIDING DIRECTIVES</u>	<u>SUBJECT OF DIRECTIVE</u>
(a)	SECNAVINST 1730.8A	"Religious Accommodation in the DON"
(b)	OPNAVINST 1730.1C	"Religious Ministries in the Navy"
(c)	MILPERSMAN ARTS.	6320-010; 1730-020; 1731-010

ACCOMMODATION OF RELIGIOUS PRACTICES

REQUIREMENTS:

INSPECTOR COMMENTS:

1. Is the staff aware of current policies regarding accommodation of religious practices within the military service and familiar with ref. (a).

2. Does the staff understand the five factors to be weighed when religious requests are considered? (Paragraph 10 of ref. (a).)

3. Do chaplains help staff decisions for the command involving religious accommodation requests?

4. Does the command understand that requests for immunization waivers which are based on religious prohibition must be submitted to BUMED 24 via the CO and NPC or CMC, as appropriate?

5. Do chaplains and RPs understand the factors involved in Sabbath worship and Holy Days as discussed in the MILPERSMAN ARTS.?

6. Is information on the annual Hajj on file and promulgated as appropriate?

7. Is the current information paper on the Native American Church Peyoteists on file and reviewed by CRP staff?

8. Is the command apprised of the special considerations for observance of Ramadan?

9. Is the CRP staff advised of these factors which impact a decision to approve or deny a request for religious accommodation:
unit (and individual) readiness
unit cohesion
health
safety
good order and discipline

10. Is the command advised that even though there are authorized 'endorsers,' there is no

list of DoD approved religious groups.

11. Is the command aware that facilitation is based upon the individual's religious beliefs as impacted by the references.

MISSION CAPABILITY ASSESSMENT

<u>REF</u>	<u>GUIDING DIRECTIVES</u>	<u>SUBJECT OF DIRECTIVE</u>
(a)	SECNAVINST 1730.7A	"Religious Ministries Within the DON"
(b)	OPNAVINST 1730.1C	"Religious Ministries in the Navy"
(c)	NAVCOMPT MANUAL	

FISCAL RESPONSIBILITIES: BUDGET, SUPPLY, OPTAR

REQUIREMENTS:

INSPECTOR COMMENTS

1. Does the CRP maintain an OPTAR log as directed by command standards?
2. Are expenditures routinely audited within the religious ministries department/division?
3. Does the command chaplain review expenditures and allocations?
4. Are NPS/PS contracts processed by Supply in accordance with the NAVCOMPT Manual?
Auxiliary/contract chaplains?
Organist/musicians?
Director of Religious Ed?
5. Do CRP personnel understand the basic differences between appropriated and non-appropriated government monies?
6. Are CRP personnel familiar with paragraph 4, a. and b. of reference (b), Enclosure (2), regarding type funds for use in expenditures by the command's religious program?
7. Are CRP personnel aware that there are no fees nor gratuities accepted for services rendered to those entitled to such services by authorization of the Department of the Navy?
(Ref (b) Enclosure (2), paragraph 4.c.
8. Are CRP personnel aware that clear, concise, accurate and timely record-keeping is essential in maintaining financial matters?

9. Does the CRP make an annual budget plan?
Does it include 'unfunded?' Impact statements?
Justifications?

MISSION CAPABILITY ASSESSMENT

<u>REF</u>	<u>GUIDING DIRECTIVES</u>	<u>SUBJECT OF DIRECTIVE</u>
(a)	SECNAVINST 1730.7A	"Religious Ministries Within the DON"
(b)	OPNAVINST 1730.1C	"Religious Ministries in the Navy"
(c)	NNPC MANUAL	Naval Military Personnel Command Manual Art. 5810150, 5910150
(d)	CNETINST 1730.1E	"Providing for Religious Free Exercise within the NAVEDTRACOM"

LAY LEADER/ LAY EUCHARISTIC MINISTER

REQUIREMENTS:

INSPECTOR COMMENTS:

1. Does the CRB have a need for augmentation through the use of Lay Readers? (Review command demographics data for determination of faith groups represented.)
2. If needed, are Lay Leaders assigned to support CRP needs? (Review correspondence files for compliance, if assigned.)
3. If used, are Lay Leaders appointed in writing by the Commanding Officer (Review correspondence files for appointment letters.)
 - a. Are Lay Leaders and contracted ministry providers certified by their denominational headquarters?
4. Are appointed Lay Leaders aware their appointment does not convey any ecclesiastical status? (Review appointment letters.)
5. If there is a command Chaplain, is the conduct of the Lay Leaders monitored? Review CRP directives for provision.)
6. Is there written indication of the Lay Leader that Lay-Led services are not equivalent to Divine services conducted by a chaplain or civilian clergy? (Review appointment letters and supporting documents.)
7. Does the command understand that the position of Lay Leader is an official collateral duty, and that the authority to appoint or terminate a Lay Leader rests solely with the commander, or commanding officer?

8. Where a chaplain is assigned, is he/she involved in staffing decisions for the commanding officer regarding appointments and termination of appointments of Lay Leaders?

9. Are adequate measures taken to ensure that RPs are not assigned as Lay Leaders?

Appendix B

Idea #1 Core Values Bookmark

Idea #2 A Sailor's Prayer

Idea #3 Violence Prevention

Idea #4 A Parent's Prayer